THE IVY NETWORK CORPORATION

Where Future America Listens and Learns to Buy

242-A YALE STATION, NEW HAVEN, CONNECTICUT

TELEPHONE STate 7-0711

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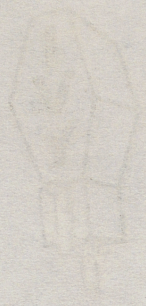
To the Directors of The Ivy Network
Report on the Network with proposals for Reform

The expenses of the office in New Haven seem to be well above the necessary. This is a result of not only paying for unnecessary items, but a number of items which are more expensive than is necessary.

I) Network personnel should pay for all meals and other similar costs which may come up. At present, much of this is paid for by the Network. This is not the custom with most other Yale organizations.

II) The stationery which the office uses is an overpriced item. There is no inexpensive "scratch" paper. Printed memo pads are used. Correspondence with stations is done with carbons, but regular stationery is used. If a much lighter paper were bought, with a letterhead, this would serve well. It would cut the typing costs in half as well as reducing paper costs. Stationery should have no names.

III) It does not seem necessary for the office to employ a secretary as many hours per week as at present. Letters to the stations, and most of the other correspondence can be typed by Network personnel. If a secretary is a necessity, she should come in during the morning hours. This is suggested because at present, much of her time is spent talking with office personnel. It is also advised that an older woman, less appealing, be hired instead.



IV) There seems to be no need for the University extension or for the extra receiver.

V) Telephone calls seem to be too frequent. The use of a letter should be substituted wherever possible. Many calls could thus be eliminated.

VI) The practice of buying ticket books for all sports events should be curtailed. Former Ivy members should never be given tickets if this is avoidable. A certain ratio should be devised for sponsors.

VII) Luncheons and dinners with sponsors and trips to the theatre should be kept down, and such meals as are necessary should be inexpensive.

VIII) The recommendations of the accountant should be honored, namely: biannual audit of Network books and countersigning of checks.

IX) All activities involving expenses should be written up in duplicate with one copy remaining in the office for reference and the other being sent to the President of the Corporation on some regular schedule. This careful accounting will result in better control by the Directors and a more careful approach to expenditures by network personnel.

X) Solicitation reports should be written for each trip to New York with an accounting of costs. In many cases, this will aid in giving continuity to the sales pattern over a period of years. Each account or potential account should be appraised in terms of the costs of successful relations.

XI) Trips to New York during the school year are best kept to a minimum, and a minimum of men on each of these trips. Multiple appointments will help in this. Letters can often be used as a substitute. The major personal contact should be during the summer.

XII) Each summer, the Network should rent an apartment in New York to serve as quarters and an office for the salesmen working there. This should be the primary effort of the Network to sell and renew.

XIII) A minimum guarantee should be offered to the salesman for the summer period. Commissions in excess of this figure would also go to him.

XIV) No commissions should be paid in advance. The commission payment should only come after payment for spots sold. An exact accounting of this should be sent monthly to the President of the Network.

XV) Fines should be levied against stations that miss spots.

XVI) Bonus payments should be made to stations that do good promotional work for the Network.

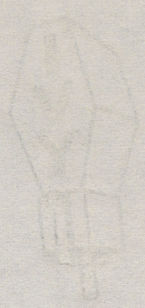
XVII) A sales brochure for the Network should be made up. IVY Magazine may cover the Network with a good feature story which could be used as an additional sales aid.

XVIII) Complete polls are necessary.

XIX) The payment and basis of commissions should be investigated. More members should get paid.

XX) Promotional campaigns should be entered by the member stations for heelers and selling. A cash prize should be offered.

XXI) An extensive and persistent effort must be made to interest new men in the organization. In addition, a training and apprentice system should be instituted. The problem of officers is one that comes up each year. It appears that there is not enough of a cash incentive for younger men.



Once spots are sold by the Network personnel, another set of difficulties arises which should be entirely eliminated. These often embarrass the Network causing loss of revenue as well as endangering future sales possibilities.

I) Time availabilities are needed on a regular basis. This will enable IVY to sell with confidence, and will not result in later difficulties. One suggestion is that all local contracts have an escape clause for national requirements. This will not harm them. As well, they are not as particular about timing. This would give IVY automatic clearance. If a few local sales require fixed spots, IVY would only have to be informed.

II) Vacation periods and sign-on sign-off dates and times are not clear and have repeatedly caused problems. They should be in well before the summer sales begin. IVY should then keep track of them.

III) Spots are missed. Makegoods are not done in time if at all. IVY should notify each station on what basis it can make up spots as it goes along if possible. Stations must then check on this basis to be sure. Missed spots should be fined heavily enough to almost totally prevent their occurrance.

IV) Affidavits are not turned in on time. Heavy fines will be needed here as well. Each station ought to keep an IVY calendar with such dates on it so as to be prepared in advance.

V) General correspondence on any of the above is disregarded by the stations to too great an extent. It should be very clearly understood that all of these functions must be done as swiftly and smoothly as possible. The immaturity of the member stations in these matters is one of the most serious of all the network problems, and it is for this reason that fines are proposed for several of them. These occur all too frequently. A new leaf is proposed at every meeting, and yet nothing results. This alone can ruin the value of the network and if it is inherent in our organization, then the network must terminate itself.

Another serious area of difficulty lies in promoting the value of the Network. Some recent promotion has only made the name better known, not known better.

I) The easiest is by good letterheads. A New Haven firm, Lehman Bros., will do excellent work.

II) Ivy Magazine may print an article on the Network.

III) Excellent Sales Brochure.

IV) Polls on a regular, impartial, and large sample. These must be forthcoming.

V) Press releases, even on Ivy's covering the network. If necessary, dream things up. Items on stations sent in to Sponsor with pics may be printed.

VI) The stationsmight well be rewarded according to how well they do in this area, with small cash premiums.

Miscellaneous:

1) The rate card might well be changed so as to show a faster frequency drop. This can be done without greatly changing the costs of our regular contracts. This will appeal to larger buying.

This concludes the minor changes that ought and/or must be made in the Ivy Network Office if it is to be maintained in the future as the first choice of the group.